

Department of the Army  
Pamphlet 600-3-42

Branch Code 42

# Adjutant General

Headquarters  
Department of the Army  
Washington, DC  
1 June 1987

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

DA PAM 600-3-42  
Adjutant General

Not applicable.

o

o

**RESERVED**

# ADJUTANT GENERAL'S CORPS

Supporting the Army



Challenges and Initiatives



Branch Code 42

Adjutant General

---

<p>By Order of the Secretary of the Army:  JOHN A. WICKHAM, JR. <i>General, United States Army</i> <i>Chief of Staff</i></p> <p>Official:  R. L. DILWORTH <i>Brigadier General, United States Army</i> <i>The Adjutant General</i></p>	<p>Army electronic publishing database. No content has been changed.</p> <p><b>Summary.</b> Not applicable.</p> <p><b>Applicability.</b> Not applicable.</p> <p><b>Proponent and exception authority.</b> Not applicable.</p> <p><b>Interim changes.</b> Not applicable.</p> <p><b>Suggested Improvements.</b> For further information, write: U.S. Army Adjutant General School ATTN: ATSG-AG Building 400 Fort Benjamin Harrison , IN 46216-5530</p> <p><b>History.</b> This publication has been organized to make it compatible with the</p> <p><b>Distribution.</b> Not applicable</p>
--	---

---

**Contents** (Listed by paragraph and page number)

WHAT IS THE ADJUTANT GENERAL'S CORPS? • 1, *page 2*  
POSTAL/COURIER (SKILL 4J) • 2, *page 1*  
CLUB MANAGER (SKILL 4L) • 3, *page 1*  
WHY ADJUTANT GENERAL'S CORPS? • 4, *page 1*  
WHERE DO ADJUTANT GENERAL'S CORPS OFFICERS SERVE? • 5, *page 3*  
WHAT KINDS OF JOBS (ASSIGNMENTS) MAY YOU EXPECT? • 6, *page 4*  
WHAT ABOUT PROMOTIONS? • 7, *page 6*  
WHERE ARE AG OFFICERS TRAINED? • 8, *page 6*

**Table List**

Table 1: TYPICAL ADJUTANT GENERAL'S CORPS ASSIGNMENTS (NOT ALL-INCLUSIVE), *page 7*

**Figure List**

Figure 2:, *page 2*  
Figure 3:, *page 2*  
Figure 4:, *page 3*  
Figure 5:, *page 3*  
Figure 6:, *page 4*  
Figure 7:, *page 4*  
Figure 8:, *page 5*  
Figure 9:, *page 5*  
Figure 10:, *page 6*  
Figure 11:, *page 6*  
Figure 12:, *page 7*

---

\*This pamphlet supersedes DA Pam 600-3-42, April 1982 and DA Pam 600-3-43, April 1982.

**RESERVED**

## 1. WHAT IS THE ADJUTANT GENERAL'S CORPS?

The Adjutant General's Corps is a basic service support branch of the Army. Our lineage can be traced back to the early days of the Army—over 200 years of honorable and distinguished service. Today the Corps' mission is to help build and sustain combat readiness through planning and operating the Army's personnel management, administrative, and community activities support systems. An ability to successfully work with people and programs and manage them is a vital part of the responsibilities of an Adjutant General's Corps officer. All levels of headquarters, from battalion to the Department of Defense, require astute, innovative officers to plan, develop, and manage personnel, administrative, and community activities systems in both peace and war. Adjutant General's Corps officers respond to such challenges. Within the Corps are five areas of concentration (AOC) and two skills. A general description of each AOC and skill is provided below. A more detailed description is contained in DA Pamphlet 600-3, Officer Professional Development and Utilization.

*42a. ADJUTANT GENERAL, GENERAL.* 42A is the entry AOC awarded to officers upon completion of the Adjutant General Officer Basic Course (AGOBC).

*42b. PERSONNEL SYSTEMS MANAGEMENT.* Officers who serve in this AOC plan, develop, and direct personnel systems which support and implement programs concerning the personnel life cycle. Included are strength accounting, maintenance of personnel records, personnel requisitioning, reassignments, reenlistment, promotions, casualty reporting, eliminations, and awards and decorations. These officers command personnel and administrative (P&A) units or assist in commanding them. They also integrate all aspects of personnel systems within an organization or headquarters and control the interaction of the various subparts of each.

*42c. ARMY BAND.* Officers who serve in this AOC plan, develop, and direct activities of military bands and musical training of Army band members. They coordinate all band activities of the command, conduct technical inspections, and evaluate operational status, technical capability, and proficiency of command bands.

*42d. COMMUNITY ACTIVITIES MANAGEMENT.* Officers serving in this AOC manage and direct morale support and community activities for Soldiers, family members, and civilian employees and formulate related policy and doctrine. They plan, coordinate, and direct community service programs and activities which enhance combat readiness, human development, and community life. They apply business, financial, marketing, recreation, personnel administration, and internal control techniques to enhance product quality and service facilities to meet the needs of Soldiers and the Army family.

*42e. ADMINISTRATIVE SYSTEMS MANAGEMENT.* Officers who serve in this AOC plan, develop, and direct administrative activities and services, to include publications, classified document control, courier services, records and file administration, postal services and the employment of sophisticated administrative techniques.

## 2. POSTAL/COURIER (SKILL 4J)

Skill 4J identifies positions which are concerned with formulating policies for and directing the activities of units engaged in postal or courier operations.

## 3. CLUB MANAGER (SKILL 4L)

Skill 4L identifies executive and operational positions concerned with the management of installation/area club systems. It involves the application of business, food and beverage, financial and marketing management systems, personnel administration, and internal control techniques to enhance club operations and services.

## 4. WHY ADJUTANT GENERAL'S CORPS?

The structure of the Department of the Army is extremely complex. Millions of communications, reports, studies, directives and other administrative materials pertinent to the Army are initiated, acted upon, stored, and managed each year—a clear indication of the increasing need for trained managers.

The military is equivalent to a huge business corporation. Business managers in the corporation are responsible for the administrative and personnel operations of the company. Adjutant General's Corps officers are the administrative and personnel managers of the Army. It is our task to ensure that Soldiers' personnel records are maintained, that Soldiers are promoted on time, rewarded for favorable performance, and eliminated for poor performance. Soldiers require assistance in a variety of personnel matters; for example, applying for overseas assignment or counseling on professional development opportunities. Such actions often involve decisions which must balance the needs of the Army with the Soldiers' desires. The Army must have personnel officers trained to make personnel decisions and to take care of its Soldiers. Adjutant General's Corps officers are those managers.

Providing adequate community life programs for Soldiers and their families is particularly important for the Army to compete successfully with civilian industry in attracting and retaining highly motivated, professionally competent people. The Army seeks to provide its families with conditions that approach those available in civilian communities. Confidence in their families' quality of life enhances Soldiers' ability to concentrate on duty performance. Accordingly, meaningful and responsive morale, welfare, and recreation programs foster personal readiness, and improve unit cohesiveness, commitment to mission accomplishment, and combat effectiveness. The Army must have trained officers to plan, develop, manage, and operate these quality of life programs. Such officers must be vitally interested in people,

be sympathetic to their needs and wants, and have the ability to work for and with them in the community environment. This is an important role for Adjutant General's Corps officers—a role essential to the success of today's Army.

General Creighton Abrams, former Army Chief of Staff, said, "People are the Army." Officers in the Adjutant General's Corps perform a key roll in showing that the Army truly takes care of its own.



Figure 2.

---



Figure 3.

---





Figure 4.

---

## 5. WHERE DO ADJUTANT GENERAL'S CORPS OFFICERS SERVE?

Adjutant General's Corps officers serve at almost all Army installations and military communities in the United States—East Coast, Southeast, Midwest, Southwest, and West Coast—while overseas locations include Germany, Italy, and other NATO countries in Europe, as well as Hawaii, Panama, and the Far East. The lowest organizational level requiring an AG officer is normally a unit of battalion size. At the upper echelons job opportunities are available at Department of the Army, Department of Defense, Office of the Joint Chiefs of Staff, and major Army and joint headquarters. Due to the relatively small number of requirements, duty locations for Army band officers are necessarily more limited, but opportunities exist in Washington, DC; the U.S. Military Academy at West Point; the School of Music at Norfolk, Virginia; and other major commands and Army headquarters throughout the United States and Europe. Officers may expect to be assigned to organizations and installations where they can develop their skills and gain professional experience.



Figure 5.



Figure 6.



Figure 7.

---

## 6. WHAT KINDS OF JOBS (ASSIGNMENTS) MAY YOU EXPECT?

Adjutant General's Corps officers are leaders and managers. They have an opportunity to serve in a variety of challenging and professionally rewarding assignments where they use technical knowledge, tactical skills, managerial and leadership abilities, and a lot of common sense. An officer in the personnel field may be assigned such diversified jobs as personnel actions officer, platoon leader, records management officer, chief of a military personnel office, installation adjutant, G1/AG, personnel management officer, adjutant general, and personnel assignment officer.

The Adjutant General's Corps officer may serve in the Army Band Program. The Army band officer is responsible for all facets of band operations, to include conducting concerts. The Adjutant General's Corps is responsible for keeping the band in top form for this most military of all traditions.

Adjutant General's Corps officers serve in vital community service roles too. These are managerial and operational positions involving the provision of recreational and vocational services designed primarily for participation by military personnel and their families. Duties relate to sports, libraries, arts and crafts, youth activities, and recreation centers. These officers help enhance the quality of military community life as Army Community Service officers, recreation services officer, morale support officers, and assistant directors of community activities.

Administrative assignments range from administrative services officer to postal inspector to courier station operations officer.

Also, AG officers serve as instructors in the AG School and at other service schools.

A wide range of leadership positions are available, including command of a personnel and administration battalion, personnel service company commander, postal officer, executive officer, courier, reception station officer, and replacement unit commander. Each job offers its own particular challenges and rewards to the management and leadership abilities of the Adjutant General's Corps officer.

Further information is in Department of the Army Pamphlet 600-3.



Figure 8.



Figure 9.



Figure 10.

---

## 7. WHAT ABOUT PROMOTIONS?

Opportunities exist for the Adjutant General's Corps officer to progress from lieutenant to general officer. Promotions are based on potential and demonstrated manner of performance. The Adjutant General's Corps is challenging, important, and interesting, and it requires highly skilled, well-motivated officers at all levels of responsibility. A more thorough discussion of promotion opportunities is in Department of the Army Pamphlet 600-3.



Figure 11.

---

## 8. WHERE ARE AG OFFICERS TRAINED?

Adjutant General's Corps training begins at the Adjutant General School, U. S. Army Soldier Support Center, Fort Benjamin Harrison, Indiana. Training in the Officer Basic Course prepares lieutenants for their initial duty assignments. The Officer Advanced Course trains AG officers to serve at the captain and major level. Specialized instruction includes the following resident military courses:

- Military Personnel Officer Course
- Postal Operations and Postal Supervisor Course
- Morale Support Officer Course
- Army Community Service Course
- Director of Personnel and Community Activities (DPCA) Course
- Battalion S-1 Course

There are also numerous correspondence courses in technical areas of interest to officers in the Adjutant General's Corps.

Between the seventh and ninth years of active federal commissioned service, officers are scheduled to attend the Combined Arms and Services Staff School (CAS<sup>3</sup>) at Fort Leavenworth, Kansas, to receive training to perform as field grade staff officers. Adjutant General's Corps officers compete with officers in other branches for selection to attend military staff colleges and senior service colleges. Further information is in Department of the Army pamphlet 600-3.

Officers are encouraged to continue their civilian education. Some jobs require an advanced degree in a specific academic discipline. Graduate degrees in business administration, personnel management and administration, automatic data processing systems-business, recreation, music, and other disciplines are earned by selected officers at universities throughout the United States. Most installations provide off-duty graduate education programs through which officers can obtain advanced degrees. In many cases, some form of tuition assistance is available.



Figure 12.

**Table 1**  
**TYPICAL ADJUTANT GENERAL'S CORPS ASSIGNMENTS (NOT ALL-INCLUSIVE)**

Phase	Assignment Examples
• <i>Lieutenant</i>	<p>Administrative Services Officer, 2d Infantry Division, Korea</p> <p>Postal Officer, 60th Postal Group, SHAPE, Berlin</p> <p>Company Executive Officer, 11th Battalion, 4th CST Brigade, Fort Jackson, South Carolina</p>
• <i>Captain</i>	<p>Personnel Management Officer, US Army Engineer Center, Fort Belvoir, Virginia</p> <p>Adjutant, US Army Chaplain School, Fort Monmouth, New Jersey</p> <p>Morale Services Plans Officer, 22d Personnel and Administration Battalion, Frankfurt, Germany</p> <p>Staff Band Officer, Headquarters, First U.S. Army, Fort George G. Meade, Maryland</p>

**Table 1**  
**TYPICAL ADJUTANT GENERAL'S CORPS ASSIGNMENTS (NOT ALL-INCLUSIVE)—Continued**

Phase	Assignment Examples
• <i>Major</i>	<p>Deputy G1/AG, 1st Cavalry Division, Fort Hood, Texas</p> <p>Replacement Operations Officer, 1st Personnel Command, Germany</p> <p>Associate Conductor, U.S. Military Academy Band, West Point, New York</p> <p>Chief, Morale Support Activity, Eight Army, Yong San, Korea</p>
• <i>Lieutenant Colonel</i>	<p>Commander, 22d Personnel and Administration Battalion, Frankfurt, Germany</p> <p>G1/AG, 2d Armored Division, Fort Hood, Texas</p> <p>Commander, 14th Battalion, 4th Combat Support Training Brigade, Fort Jackson, South Carolina</p> <p>Director of Personnel and Community Activities Fort Benjamin Harrison, Indiana</p>
• <i>Colonel</i>	<p>Commander, Troop Brigade, Fort Benjamin Harrison, Indiana</p> <p>Band Commander, Pershings Own, Fort Myer, Virginia</p> <p>Commander, U.S. Army Postal Group, Europe, Schwetzingen, Germany</p> <p>Director, Morale Support, 1st Personnel Command, Schwetzingen, Germany</p> <p>Commander, Enlisted Records and Evaluation Center, Fort Benjamin Harrison, Indiana</p>

**UNCLASSIFIED**

**PIN 050849-000**

# USAPA

ELECTRONIC PUBLISHING SYSTEM

OneCol FORMATTER .WIN32 Version 141

PIN: 050849-000

DATE: 03- 1-01

TIME: 16:41:58

PAGES SET: 14

---

DATA FILE: C:\wincomp\p600-3-42.fil

DOCUMENT: DA PAM 600-3-42

DOC STATUS: NEW PUBLICATION